



Improving Employee Performance

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This **Employee Job Improvement Plan** designed by *Kielley Management Consultants* achieves results because:

- it is simple and understandable
- it keeps supervisors and employees focused on job results

This **Employee Job Improvement Plan** enables supervisors to:

- manage job performance
- change unacceptable performance to acceptable levels
- bring **final** conclusions when necessary to persistent unacceptable job performance

BEFORE YOU BEGIN AN EMPLOYEE JOB IMPROVEMENT PLAN, ASK YOURSELF THE FOLLOWING QUESTIONS:

1. How do I know performance needs improvement?
 - Complaints from customers or service recipients, other employees or managers
 - Own observations
2. Has the employee been informed of the need for improvement?
 - Why or why not?
 - Is there any fear by the supervisor to talk to the employee?
3. What are the consequences of the current unacceptable performance?
 - Work of others is disrupted
 - Other employees have to cover
 - Increased costs
 - Work is not done
 - Other
4. What are possible reasons for the current unacceptable performance?

Who has or should have the control to make changes?
5. Did the employee ever in the past perform acceptably? If yes, what happened?

HOW TO BEGIN AN EMPLOYEE JOB IMPROVEMENT PLAN

Read the next few pages which explain the 5 steps to completing an **Employee Job Improvement Plan**.

1. Draft a plan.
2. Review the plan with your boss.
3. Contact your consultant.
4. Meet with your employee and implement the plan.
5. Send a copy of your **Employee Job Improvement Plan** to your consultant each time you record **CURRENT PERFORMANCE** results.

HOW TO COMPLETE AN EMPLOYEE JOB IMPROVEMENT PLAN

Step 1

Just about all performance that needs improvement can be described by the five simple categories listed below.

SELECT ONE OR MORE:

- Improve timeliness
- Improve quantity
- Improve quality
- Improve interpersonal skills
- Improve independent decision making skills

PLACE UNDER COLUMN 1 (MAJOR OBJECTIVE)

Please see example on next page...

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE (Column 1)	DESIRED PERFORMANCE (Column 2)	CURRENT PERFORMANCE (Column 3)
1. Improve interpersonal skills during training.		
2. Improve quality of written materials.		
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

Step 2

DESCRIBE SATISFACTORY WORK.

- What it looks like when it is correct.

Be specific.

Be succinct.

PLACE UNDER COLUMN 2 (DESIRED PERFORMANCE)

Please see example on next page...

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE (Column 1)	DESIRED PERFORMANCE (Column 2)	CURRENT PERFORMANCE (Column 3)
1. Improve interpersonal skills during training.	2. Do not respond negatively to class participants. If a difficulty occurs, call a short break. Take the individual aside to talk. Eliminate all use of profanity during sessions.	
2. Improve quality of written materials.	2. All material must use correct grammar and spelling.	
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

Step 3

DESCRIBE CURRENT PERFORMANCE.

It is either SATISFACTORY or NOT SATISFACTORY.

When it is NOT SATISFACTORY, describe what the work looks like when it is not correct.

Be specific.

Be concise.

Use examples.

PLACE UNDER COLUMN 3 (CURRENT PERFORMANCE)

Please see example on next page...

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE (Column 1)	DESIRED PERFORMANCE (Column 2)	CURRENT PERFORMANCE (Column 3)
1. Improve interpersonal skills during training.	<p>1. Do not respond negatively to class participants. If a difficulty occurs, call a short break. Take the individual aside to talk.</p> <p>Eliminate all use of profanity during sessions.</p>	<p>1. Not satisfactory. Made negative comments at last session. Example: "I wish you would stop arguing and listen." (See attached complaints.)</p> <p>Your use of profanity on January 2, 19xx resulted in six complaints. (See attached letters.)</p>
2. Improve quality of written materials.	2. All material must use correct grammar and spelling.	<p>2. Not satisfactory. Materials handed out on February 3, 19xx contained nine errors. One grammatical error actually changed the meaning from what was intended. (See attached materials.)</p>
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

Step 4

MEET WITH THE EMPLOYEE.

For each **MAJOR OBJECTIVE** (Column 1),
discuss the **DESIRED PERFORMANCE** (Column 2), and
the **CURRENT PERFORMANCE** (Column 3).

The difference between the **DESIRED PERFORMANCE** and
the **CURRENT PERFORMANCE** shows the changes the
employee must make.

RECORD A FOLLOW-UP DATE.

This is the date you and the employee will meet again to
review performance.

It should be set between 1-4 weeks from the current
meeting date.

ENCOURAGE THE EMPLOYEE TO GIVE YOU A LIST OF OBSTACLES THAT MIGHT PREVENT ACCOMPLISHMENT OF THE DESIRED PERFORMANCE.

Set a due date within a week for the employee to return the
list. Discuss the obstacles with the employee no later than
the next review session.

GIVE THE EMPLOYEE A COPY OF THE **EMPLOYEE JOB IMPROVEMENT PLAN.**

Step 5

FOLLOW-UP MEETINGS.

Repeat Steps 3 and 4* until satisfactory performance is achieved,

Please see example on next page...

or your consultant assists you with bringing a final conclusion to the persistent unsatisfactory performance.

* If you find it necessary to make changes in the description of **DESIRED PERFORMANCE** (Column 2) for the next review period, discuss any changes with the employee. Give the employee a written copy of the changes. This may be done on a new improvement plan form. Of course Column 3 would be blank at this time.

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE (Column 1)	DESIRED PERFORMANCE (Column 2)	CURRENT PERFORMANCE (Column 3)
1. Improve interpersonal skills during training.	1. Do not respond negatively to class participants. If a difficulty occurs, call a short break. Take the individual aside to talk. Eliminate all use of profanity during sessions.	1. Satisfactory.
2. Improve quality of written materials.	2. All material must use correct grammar and spelling.	2. Satisfactory.
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

PROBLEM:

Earl does much training throughout the year. Recently he has become grouchy and sullen. This is evidenced by training session evaluations from participants. He doesn't demonstrate enthusiasm by facial expressions or his body language.

He also demonstrated impatience with comments like, "I wish you would stop arguing and listen." This sort of a curt response is upsetting to class participants who, again, complain about this issue on evaluations.

Lately, Earl uses profanity during training. Class participants have found this to be offensive and embarrassing and also have complained about it on evaluations.

This behavior has to change because we need the customers. This type of behavior discourages participants from wanting to come back for future training.

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE	DESIRED PERFORMANCE	CURRENT PERFORMANCE
(Column 1)	(Column 2)	(Column 3)
Improve interpersonal skills during training.	<p>Conduct yourself in a constructive manner demonstrating more enthusiasm.</p> <p>Do not respond negatively to class participants. If a difficulty occurs, take someone aside and talk.</p> <p>Eliminate all use of profanity during training.</p> <p>Make changes during your next two training sessions.</p>	<p>Earl is sullen and grouchy during training. (See attached evaluations with complaints.)</p> <p>Earl demonstrates impatience with comments like, "I wish you would stop arguing and listen." (See attached evaluation.)</p> <p>Earl uses profanity and it's embarrassing. (See attached evaluation.)</p>
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE (Column 1)	DESIRED PERFORMANCE (Column 2)	CURRENT PERFORMANCE (Column 3)
Improve interpersonal skills during training.	<p>Conduct yourself in a constructive manner demonstrating more enthusiasm.</p> <p>Do not respond negatively to class participants. If a difficulty occurs, take someone aside and talk.</p> <p>Eliminate all use of profanity during training.</p> <p>Make changes during your next two training sessions.</p>	<p>No complaints about this issue. <u>Satisfactory</u></p> <p>No complaints about this issue. <u>Satisfactory</u></p> <p>Profanity was used again on several occasions. <u>Unsatisfactory</u></p> <p><u>Summary:</u> Two areas of your performance have changed to satisfactory. However, your continued use of profanity is not acceptable. Your review for this period remains unsatisfactory.</p>
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

THE BILLY SLAPSHOT CASE

Background:

Billy Slapshot works at a 100-bed hospital located in a small town. At times the census of the hospital increases. For example, during the summer there is more travel and the high volume of injuries is related to vacation traveling.

The hospital administration tries to maintain a balanced staff during the peaks and valleys involved with patient census. This is not always possible due to the lack of control of not always knowing just when unusual volumes of patients are brought into the hospital. These unexpected changes can cause tension with the staff.

Billy Slapshot is an aide in this small hospital and during different times (*normally midweek*) he has occurrences of poor behavior. He will occasionally talk very loudly in front of patients and is argumentative.

Co-workers and patients have complained about his behavior. In spite of this behavior, he completes more than his share of the work.

He and his supervisor talked about these problems on February 1, whereby he received information that loud laughing behavior and jokes about his personal life was upsetting to a patient. He was also told that arguing with staff in front of patients is unacceptable.

Now something more formal must be done to establish a change in Billy Slapshot's behavior on the job. Since our last discussion of February 1, two more incidents have occurred on March 5 and March 15. A patient complained about Billy's loud voice when discussing some of his personal life with a co-worker; this embarrassed him. On March 15, a co-worker complained about Billy Slapshot arguing in front of a patient, even though the co-worker walked away trying to prevent the argument.

Now something must be done.

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE (Column 1)	DESIRED PERFORMANCE (Column 2)	CURRENT PERFORMANCE (Column 3)
Improve interpersonal skills with co-workers.	<p>Eliminate loud and demonstrative behavior in front of patients.</p> <p>Cease arguing with co-workers in front of patients. Do not discuss aspects of your personal life which could be embarrassing to patients.</p> <p>Establish and maintain courteous relationships.</p>	<p>On February 1, 19xx we informed you about unacceptable behavior related to loud laughing in front of patients.</p> <p>On February 1, 19xx we discussed unacceptability of your arguing with a co-worker in front of a patient in January.</p> <p><u>Other examples:</u> On March 5, 19xx a patient complained about your loud voice and a discussion about your personal life which embarrassed him.</p> <p>On March 15, 19xx you argued with a co-worker in front of a patient. The co-worker unsuccessfully attempted to avoid the conflict.</p>
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

Employee Name:		Review Period:	From _____ To _____
Job Title:		Date of Meeting:	
Supervisor:		Follow-up Date:	

EMPLOYEE JOB IMPROVEMENT PLAN

MAJOR OBJECTIVE	DESIRED PERFORMANCE	CURRENT PERFORMANCE
(Column 1)	(Column 2)	(Column 3)
Improve interpersonal skills with co-workers and patients.	<p>Eliminate loud and demonstrative behavior in front of patients.</p> <p>Cease arguing with co-workers in front of patients. Do not discuss aspects of your personal life which could be embarrassing to patients.</p>	<p>No loud behavior occurred since our last meeting, March 16. <u>Satisfactory</u></p> <p>No evidence of loud and argumentative behavior in front of patients. <u>Satisfactory</u></p>
Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).		

REASONS FOR SUPERVISORS AVOIDING PROBLEM JOB PERFORMANCE

Instructions:

Please identify two or three obstacles that are present in your work environment which may prevent you from confronting an employee with problem job performance. Secondly, explain how you would eliminate the obstacles.

1. Knowledge that an employee has personal problems and my not wanting to burden him/her with an additional problem about work.
2. A lack of understanding about what is expected from employees on the job. I can't deal with it because I'm unsure of what it is they are supposed to accomplish.
3. An employee has performed badly for so long it isn't worth the time and effort. No one has cared before so why deal with it.
4. An absence of support from superiors in confronting an employee with problem job performance. I'm afraid to take on a problem job performance because I don't know the level of support I will receive.
5. A belief that other employees may think badly about me if I make an employee accountable for unsatisfactory performance. Other employees may believe I am being unfair.
6. The employee's job history indicates satisfactory or better with all of his/her performance evaluations making it difficult to confront him/her with a problem. How do I explain to an employee s/he isn't performing satisfactorily?

Continued on next page...

REASONS FOR SUPERVISORS AVOIDING PROBLEM JOB PERFORMANCE (cont.)

7. My superiors might believe I am not a competent supervisor if I acknowledge that employees under my supervision have performance problems. This might have a negative impact on my job.
8. Employees appear to be protecting the unsatisfactory performer making it difficult to establish a lack of performance. If other employees won't help how can I do anything?
9. I am afraid the employee could file a discrimination claim if I confront him/her. This possibility makes me insecure because I don't know how to protect myself.
10. It is difficult for me to confront employees with problem performance. I really don't know how to handle the situation comfortably. The conflict that might be generated would be very uncomfortable for me.
11. I am not familiar with my employer's procedure for confronting problem job performance. This type of an effort consumes a considerable amount of time. I don't have the time to deal with this.
12. Other.

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Employee: List obstacles that might prevent accomplishment of above Desired Performance (Column 2).

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